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INTRODUCTION: DEVELOPING A CORPORATE CULTURE FOR THE MAXIMUM BALANCE BETWEEN THE UTILIZATION OF HUMAN RESOURCES AND EMPLOYEE FULFILLMENT

*Marcella Szel**

THE SPEAKERS THAT WE HAVE TONIGHT are going to give you a little bit of a story. Both of them are going to tell us stories tonight, bedtime stories. Their stories deal with a very challenging and, to me, a very mysterious issue, which is one of corporate culture; that is to say, how do you develop corporate culture? And when I thought about it, I thought about something my mother-in-law once told me when she watched me trying to teach my children table manners. She shook her head and said, "you know, they are going to grow up in spite of you." When I think about our ability to develop or change culture, I must say it occurs to me I think it happens in spite of what we try to do. And to this extent, it will be very interesting to hear both Margaret Kerr and Richard Lidstad speak to that particular issue.

Both Dick and Margaret are from well-known companies, 3M and Northern Telecom. Both of them are going to speak about what their organizations have done with respect to developing a particular culture and, as noted, one that maximizes the balance between the utilization of human resources and employee fulfillment. It is an interesting way of phrasing that utilization of employee resources and fulfillment are a balance, which implies on the face of it that they are counterproductive or at least not of the same interest. There are different interests. If one wins, the other loses. On that a thought-provoking paradigm is built in the way the subject was addressed in the program. It will be interesting to hear from them.

First I would like to introduce Dick Lidstad. He is the vice president of human resources at 3M in St. Paul, Minnesota. He started with 3M in 1958 as a technician in the Copying Products Division Lab. He worked his way through the Copying Division and into Business Products Sales. Later he worked in the Equipment Service and Support Department as department manager, later as general manager. From there, he was division vice president of two different divisions of 3M. In 1987 he became staff vice president, Human Resource Operations, and in 1992 he was appointed to his current position. Mr. Lidstad is affiliated with many business, civic, and professional organizations.

* Marcella Szel is the Chief Legal Officer of the Canadian Pacific Rail System in Toronto, Ontario, Canada.

Next we will have Dr. Margaret Kerr. She is the senior vice president, environment, ethics, and quality for Northern Telecom Limited in Toronto, Ontario. In this position she has responsibility for environmental protection, employee health, workplace safety, ethics, customer and employee satisfaction, corporate security, including policy, practice, development, and leadership — I thought it would go on to include law and every other function in the organization — of those functional areas for Northern Telecom worldwide. Dr. Kerr is a director and vice chairman of the board of the World Environment Center, a director of Arthur D. Little, Inc., and a member of the advisory board to the Royal Society of Canada.